

# Research on fine management of university horizontal projects under the background of integration of production and education

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**Abstract:** With the implementation of the policy of integration of industry and education, horizontal scientific research projects in local universities can help universities serve local economy and society, and promote their own transformation and development. However, in the period of practice management, there are still many problems in the horizontal scientific research management of the management department, involving the lack of management system, poor standardization of contract signing, and unbalanced fund management. This requires universities to strengthen the construction of horizontal project fine management. Based on this, the paper analyzes and researches the fine management of horizontal research projects in colleges and universities under the background of the integration of industry and education, expounds the concept and key points of fine management of horizontal research projects in colleges and universities, analyzes the importance of fine management of horizontal research projects, analyzes the current situation of horizontal research project management in local colleges and universities, and proposes countermeasures for fine management of horizontal research projects on this basis for reference.

**Key words:** integration of production and education; Local colleges and universities; Horizontal research projects; Fine management

## Introduction

For the development of schools, the integration of industry and education is not only a means to train talents and promote social development, but also the key to realize the transformation and upgrading of colleges and universities. It has the characteristics of overall and diversified, and is generally manifested in the fields of the combination of university discipline construction and social industry development. Only by combining the cultivation of talents in colleges and universities with the demand for talents in society can we better realize the scientific and effective integration of resources, provide a starting point for the transformation of colleges and universities under the background of the policy of integration of industry and education, build an integrated interactive mechanism between schools and enterprises, and play the superposition role of integration of industry and education.

## 1. Overview of fine management of horizontal projects in universities

At present, the concept of horizontal research projects in universities is not unified. Existing studies have generally combined it with longitudinal projects and evaluated it effectively. When university teachers and researchers accept technology opening projects entrusted by government departments, enterprises and public institutions, and social organizations, it has the following characteristics, different from vertical projects: First, the time of contract signing is relatively random. Vertical projects often carry out work projects with plans according to the arrangements given by superior authorities to ensure the effectiveness of project implementation; Second, the project objectives have the characteristics of urgency. Different from vertical goals, horizontal research projects have a relatively short cycle, which is generally derived from the development needs of various fields of social industries, and basically its cycle is within two years. Third, the forms of the project are diverse. Different from the research forms of similar projects in vertical projects, the forms and tasks of horizontal projects have the characteristics of diversification, which involves multiple subject areas. This needs to do a good job in resources and strength of the overall plan, to produce the expected results, to give play to the advantages of university teaching and research. Fourth, the project is uncertain. Projects are often coordinated according to vertical objectives, and appropriations are realized. Horizontal projects are generally accounted for in the manner agreed upon in the contract, including issues of contract effectiveness and delays in funding. In the conclusion stage, the vertical project will clarify the specific process of conclusion according to the methods prescribed by the superior management department, and do the corresponding acceptance work. However, at present, due to the influence of various factors in reality, the conclusion procedure has uncertain factors.

## 2. The importance of fine management of horizontal scientific research projects

### 2.1 Enhance the completion quality of the project

The foundation of scientific research activities in universities is scientific research projects, and the quality of the projects also affects the overall quality of research results. Therefore, universities should carry out more accurate management of horizontal scientific research projects, make effective drafting of contracts, clarify the specific content of the ideal, give more external support, reduce the uncertainty caused by scientific research work as much as possible, ensure the effective development of projects and achieve the expected goals. In addition, horizontal research projects involve practical information in many disciplines, which is obviously in a disadvantageous position in frontier basic theory and has certain advantages in regional research. Strengthening the fine management of horizontal scientific research in colleges and universities is conducive to better play an important role in scientific research management in colleges and universities. High-quality scientific researchers in colleges and universities, with the help of the superior resources in the region, strengthen the construction of disciplines, truly give play to the advantages and characteristics of disciplines, and produce more valuable results.

## 2.2 School-enterprise cooperation helps transform scientific research achievements

The research of horizontal scientific research projects helps to set up corresponding terms and agreements for enterprises, so as to ensure the effective development of scientific research projects. Horizontal research projects are also the key for universities to strengthen their own construction and promote the high-quality development of society. In the context of the integration of industry and education, horizontal scientific research projects help to establish an integrated cooperation mechanism, and use refined management means to ensure the normative development of the system, so that both sides of the project actively participate in the activities, better realize the cooperation between schools and enterprises, and truly promote the organic integration of scientific research and enterprise production. On the one hand, horizontal research projects can better solve the current technical problems and create greater benefits for economic development; On the other hand, it is helpful for colleges and universities to better realize the upgrading of technological achievements, so that the technical achievements of colleges and universities can really be applied to the industry norms, improve the ability of service reading, and realize the transformation of colleges and universities.

## 2.3 Strengthen the construction of scientific research management team

The construction of scientific research management team plays an important role in the management of scientific research projects, and the quality and ability of scientific research management personnel will also affect the overall effectiveness of the project. Fine management is an effective management method introduced into work under the background of scientific research management, which helps managers to form rigorous and serious management thinking, maintain a work attitude of excellence, and better devote themselves to work. The horizontal research project is more systematic in management knowledge, but its management process is relatively complex. Fine management emphasizes the scientific and effective control of multiple links, so as to grasp the work process and details at a deep level, improve the professional quality and ability of scientific research teams, stimulate the innovation quality of scientific research personnel, and strengthen the construction of scientific research results.

# 3. Current situation of horizontal research project management in local universities

Whether it is vertical research project management or horizontal research project management, a complete management system has not been established. Therefore, educators should conduct a systematic analysis of the current situation of management. Overall, the horizontal project management system is not sound in the following aspects:

## 3.1 Insufficient emphasis on horizontal scientific research projects

At present, university administrators generally lack the understanding of horizontal research projects, and generally appear the problem of "emphasizing vertical and neglecting horizontal". Both the academic atmosphere and discipline construction of colleges and universities need to pay attention to the theoretical research work and get extensive attention. At present, most schools regard the level of vertical projects and independent funds as the basic indicators for talent introduction, but have not established corresponding reward mechanism. Under such circumstances, more researchers spend more time and energy on project application and research work, ignoring the effective combination of scientific research work and local economy. Some researchers even think that cross-cutting research projects are not the main research and will not pay attention to them.

## 3.2 There is polarization in the funding management of horizontal scientific research projects

Funding for horizontal research targets is usually given through the school of the project owner in accordance with the specified contract provisions. At present, the management of horizontal scientific research funds is unbalanced, and the intensity of supervision is not consistent. Horizontal funding generally means that the project person achieves a unified cooperation intention through cooperation with the enterprise. Therefore, the horizontal project funds should be fully borne by the project owner. In addition, in most cases, there is no additional explanation for the management of horizontal scientific research funds in some schools, and no independent horizontal fund management documents have been formed, which leads to the strong arbitrariness of the funding expenditure of horizontal projects, and it is difficult to apply it in practical work. The lack of effective supervision and management guarantee system is easy to lead to the quality of research results is not high, and the research level of project personnel is reduced. In addition, the introduction of management systems and policies is conducive to the scientific management of horizontal project funds in accordance with the same type of project funds, but this form is easy to ignore the characteristics of scientific research projects, is not conducive to the development of integration work, and easily lead to the enthusiasm of researchers is reduced.

## 3.3 Loose handling of horizontal research project closure

Different from vertical research project closing, the closing results are usually numbered and named. Horizontal project closing in universities generally does not set up an integrated process, and the work is generally completed in accordance with the terms of the project contract. Some researchers have not established the concept of horizontal connection, if the research results are completely handed over to the entrusted enterprise, it will lead to the project at the other end. This situation easily leads to the failure of the scientific research management department to grasp the status of the project, and is prone to data missing and misreporting. In addition, the research results of horizontal scientific research projects will be in a state of loss, which is not conducive to the promotion of horizontal projects, and it is difficult to realize the docking between the school and the local region.

# 4. Detailed management strategies for horizontal scientific research projects

#### 4.1 Improve the evaluation mechanism of horizontal projects

The scientific research department of the university should do a good job in the overall planning of the project and the funds to the account, fully combine the horizontal project with the client of the funds to the account, formulate a sound project sequence, and do an effective overall planning. In the evaluation and review of professional titles and project workload assessment, we should do a good job in the construction of incentive mechanisms to encourage more researchers to pay attention to the value of horizontal research work. At the same time, the school should also develop a sound management mechanism, standardize the signing process of scientific research projects, do a good job in the corresponding coordination work, realize online review and offline approval, implement the management responsibilities of second-level units, use the system to do a good job in grade audit, and use the late technology of the project to register contract information.

#### 4.2 Standardize horizontal project contract text

The text of the horizontal project contract should always take the provisions of the Contract Law as the core, so as to protect the rights and interests of more researchers. First of all, project personnel should adopt standardized contract text, provide corresponding technical contract text support to the local government of the university, and make corresponding text annotation, so as to provide reference and guidance for more people. For projects that cannot be assigned technical contracts, a custom contract text should be adopted and approved by the scientific research management department. In addition, the management department should strengthen the normative filling of the contract text, ensure the standardization of the specific payment of the contract, and explain the relevant rights and interests relationship and content. Strengthen the supervision of the execution of the contract after the signing of the contract, and make corresponding management and approval of the project execution funds to the account in accordance with the contract text.

#### 4.3 Balance the funding management of horizontal scientific research projects

In the project fund management work, the problem of polarization is easy to occur, each university should take a flexible and appropriate method to do a good job in fund management according to the funding documents issued by the national and local governments, according to the funding sources of horizontal projects. Among them, horizontal projects should be divided into financial projects and non-financial projects according to the actual work of management and the source of funds, and the expenditure of financial projects should be clearly managed in accordance with the contract budget. If there is no budget, it is necessary to implement vertical management and external allocation of funds, and do a good job in controlling the proportion, so as to truly realize the effective combination of appropriations and flexibility.

#### 4.4 Strengthen the filing planning of horizontal scientific research projects

In the planning of scientific research projects in colleges and universities, the previous loose management mode should be adjusted and improved. The closing record is the closing result of the horizontal project, which still needs to start from the needs of the contract client. However, in the process of problem solving, it is still necessary to make the corresponding record and clarify the results of the conclusion, which helps to alleviate the passivity of the scientific research management department in the horizontal conclusion, and also helps to strengthen the unified management of the project results and realize the organic transformation of the project results.

## Peroration

To sum up, universities in different regions have different scientific research bases. Under the background of the integration of industry and education, universities should combine the advantages and characteristics of regional development and carry out school-enterprise cooperation based on their own conditions. In the face of the increase of horizontal scientific research projects, the scientific research management department should strengthen the fine construction, build the fine management concept, build the corresponding fine management mechanism, strengthen the strength of local colleges and universities for economic construction, so as to promote the effective improvement of the scientific research level of regional colleges and universities.

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